The University of North Carolina at Chapel Hill

UNIVERSITY AFFAIRS COMMITTEE
January 21, 2026
The Spangler Center, 140 Friday Center Drive
Chapel Hill, North Carolina

AGENDA

OPEN SESSION

ACTION ITEMS

1. **Approval of the Minutes of November 12, 2025**
   Jennifer Lloyd, Chair

2. **Request for Decommission of the Center for Aging and Health**
   James W. Dean, Jr., Interim Executive Vice Chancellor and Provost

INFORMATION ITEMS

3. **Update on the University's Policy Code Project**
   David Lambeth, Associate Vice Chancellor and Chief Governance Officer
   Matthew Teal, Associate Director, University Policy Office

4. **Carolina North Update**
   Lee H. Roberts, Chancellor

ADDITIONAL INFORMATION AVAILABLE

5. **University of North Carolina at Chapel Hill Policy on Academic Program Review - 2025 Annual Report Summary**

*Some of the business to be conducted is authorized by the N.C. Open Meetings Law to be conducted in closed session.

Committee Members

Jennifer Lloyd, Chair	Adolfo Alvarez	Marty Kotis
Brian Allen, Vice Chair	Patrick Ballantine	John Preyer
Malcolm Turner, ex officio	Jim Blaine	Ramsey White

The University of North Carolina at Chapel Hill Board of Trustees
University Affairs Committee

Open Session Minutes

November 12, 2025 | 1:17 PM EDT
Chancellor's Ballroom, The Carolina Inn
Chapel Hill, North Carolina

Convene Meeting

Acting Chair Brian Allen called the meeting to order at 1:17 p.m. in the Chancellor's Ballroom at the Carolina Inn and reminded all members of the committee of their duty under the State Government Ethics Act to avoid conflicts of interest and the appearances of a conflict of interest. No members identified any conflicts at the time.

Attendance

Assistant Secretary McClure called the roll.

The following committee members were present in person: Chair Jennifer Lloyd, Vice Chair Brian Allen, Adolfo Alvarez, Patrick Ballantine, Jim Blaine, Marty Kotis, and Malcolm Turner (ex officio).

The following committee members were present via Zoom videoconference: Ramsey White.

The following committee members were absent:

Staff present: Chris McClure (Assistant Secretary); David Lambeth (Chief Governance Officer); Nathan Knuffman (Vice Chancellor for Finance and Operations).

A quorum was established.

OPEN SESSION

Approval of the Minutes of September 24, 2025

- The Committee reviewed the open and closed session minutes from the September 24, 2025 meeting.
- Trustee Alvarez moved to approve the open and closed session minutes. The motion was duly seconded by Trustee Turner and carried.

Campus Master Plan

Vice Chancellor Knuffman provided the Committee with an update on the Campus Master Plan.

- The updated Campus Master Plan aims to advance institutional priorities, not sit unused on a shelf.
- Enrollment growth is a major driver behind most projects and planning efforts.

Priority Focus Areas

- Campus Recreation & Wellness Center improvements and expansion due to overcrowding and outdated facilities.
- Student Housing Expansion to support enrollment growth, including 2,200 new undergraduate beds and additional graduate housing at Carolina North.
- Carolina North Development planned for housing, mixed use spaces, research, and potential athletics venues.
- Reconsidering Porthole Alley for an expansion of Ackland and shifting the admissions center focus to the Alumni Association location.
- Athletics Facilities continue under financial analysis for updates and new possibilities.

Infrastructure & Facilities

- Significant investment planned for chilled water capacity, utilities, and campus infrastructure upgrades.
- Organizational restructuring within facilities to improve execution and cost alignment.

Stadium Drive Corridor Activity

- High concentration of upcoming projects:
    - Dining expansion
    - Pit renovation
    - Kenan Stadium accessibility improvements
    - New residence hall (Parker/Teague)
    - Sports performance center

    - Alumni/visitor center feasibility studies
- Emphasis on coordinated sequencing and shared infrastructure (parking, utilities, walkways).

Cost Management & Planning Practices

- Board subcommittees are evaluating construction delivery methods, value engineering, and more accurate cost estimation (potentially involving third party reviews).

Carolina North – Key Opportunities

- ~700 acres total; ~250 acres in the developable zone.
- Planned uses include housing, research space, workforce housing, mixed use development, and improved transportation connectivity.
- Collaboration with the Town of Chapel Hill is active, especially around roads and transportation.

Transportation & Connectivity

- Bus Rapid Transit (BRT) will serve Carolina North, improving linkages to main campus.
- Additional concerns raised about traffic signals, bike lanes, walking trails, DOT coordination, and long term planning.

Student Housing Plan – 10-Year Outlook

- No reduction in bed count during construction; projects will be sequenced to maintain capacity.
- Major projects include the new North Campus residence hall (replacing Jackson Hall), Parker/Teague redevelopment, and Hinton James renovation (possibly with P3 delivery).

Campus Recreation & Wellness Center

- $120M project already approved and in design, intended to bring facilities up to peer standards and meet student expectations.

Governance & Stakeholder Engagement

- Trustees and student government emphasized the need for communication with students regarding timelines and improvements.

MOTION TO CONVENE IN CLOSED SESSION

On motion of Trustee Ballantine and seconded by Trustee Turner, the committee voted to convene in closed session pursuant to North Carolina General Statutes Sections 143-318.11(a)(1), (a)(3), (a)(5), and (a)(6)

CLOSED SESSION

The committee convened in closed session. Please see closed session minutes.
The committee returned to open session without objection.

OPEN SESSION

The committee reconvened in open session.

Adjournment

There being no further business, Acting Chair Allen adjourned the meeting at 2:54 p.m. without objection.

Video Record: https://youtube.com/live/ml8FmXVfuWg

The University of North Carolina at Chapel Hill

Office of the Provost

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Campus Box 3000
200 East Cameron Avenue
Chapel Hill, NC 27599-3000

919-962-2198 | provost.unc.edu

Office of the Executive Vice Chancellor and Provost

MEMORANDUM

TO: Lee Roberts
Chancellor

FROM: James W. Dean, Jr.
Interim Executive Vice Chancellor and Provost

DATE: December 19, 2025

RE: Recommendation for Decommission: Center for Aging and Health

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I am writing to express my support for the request to decommission the Center for Aging and Health in accordance with the UNC System's *Regulations on Planning, Establishing, and Reviewing Centers and Institutes in the University of North Carolina* (UNC Policy Manual section 400.5[R]) and UNC-CH *Policies and Procedures Governing Centers and Institutes*.

Informing this request is the following:

- Policy allows for the administrative officer of each unit to submit a written request to be considered for decommissioning when the entity does not meet the definition of center or institute as articulated in the *Policies and Procedures Governing Centers and Institutes*.
- Cristy Page, Dean for UNC School of Medicine, noted in her attached request that the Center for Aging and Health currently functions within a single School of Medicine Department (the Department of Medicine), does not have a supporting center grant, and does not have a direct state funds allocation. Furthermore, the Department of Medicine has a Division of Geriatric Medicine with the same mission as the Center for Aging and Health. For these reasons, we propose decommissioning the CAH as a UNC-Chapel Hill campus-wide Center/Institute. The School of Medicine proposes to reclassify the CAH as a coordinating entity within the Department of Medicine effective January 1, 2026.
- Integrating the CAH within the Division of Geriatric Medicine will enable continued support for the vital education, research, and clinical missions of the Department of Medicine, better align our mission with respect to aging, and function as a coordinating entity within the Department. The unit will continue to administer grants related to research in aging and provide aging expertise and service through clinical care and regional collaborations. The Department of Medicine and the School of Medicine leadership are fully supportive of this change.

I believe decommissioning this center will better serve the mission of the requesting school as well as University's strategic priorities.

If you concur, I ask that you then forward your recommendation to the Board of Trustees for final endorsement and clearance to decommission. Thank you for considering this recommendation.

cc: Chris McClure,
Chief Strategic Officer and Secretary of the University

Marcus Collins,
Associate Provost, Academic & Community Engagement and Chair, Centers and Institutes Review Committee

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Office of the Executive Vice Chancellor and Provost

December 18, 2025

MEMORANDUM

TO: Dr. James Dean, Jr.
Interim Executive Vice Chancellor and Provost

FROM: Dr. Marcus L Collins
Associate Provost, Academic & Community Engagement and Chair, Centers and Institutes Review Committee

RE: Recommendation for Decommission: Center for Aging and Health

On December 15, 2025, the Centers and Institutes (C&I) Review Committee reviewed a request for decommission as the center does not meet the formal definition of a center or institute as outlined in the UNC System's *Regulations on Planning, Establishing, and Reviewing Centers and Institutes in the University of North Carolina* (UNC Policy Manual section 400.5[R]) and UNC-CH *Policies and Procedures Governing Centers and Institutes*. The center will remain operational with proper oversight, conduct some level of review and inform the Centers and Institute Review committee of their existence and viability. As such, the chair of the committee will request an update every five years.

- **Center for Aging and Health (CAH)**: The School of Medicine proposes to decommission and reclassify the CAH as a coordinating entity within the Department of Medicine effective January 1, 2026. Per system and university policies, this unit qualifies for an exemption.
    - The CAH currently functions within a single School of Medicine Department (the Department of Medicine), does not have a supporting center grant, and does not have a direct state funds allocation. Furthermore, the Department of Medicine has a Division of Geriatric Medicine with the same mission as the Center for Aging and Health. For these reasons, we propose decommissioning the CAH as a UNC-Chapel Hill campus-wide Center/Institute.
    - Integrating the CAH within the Division of Geriatric Medicine will enable continued support for the vital education, research, and clinical missions of the Department of Medicine, better align our mission with respect to aging, and function as a coordinating entity within the Department. The unit will continue to administer grants related to research in aging and provide aging expertise and service through clinical

care and regional collaborations. The Department of Medicine and the School of Medicine leadership are fully supportive of this change.

After careful review, the C&I Review Committee fully supports this request. Upon your approval of this request, we ask that you communicate your decision to the Chancellor and Board of Trustees to approve this action.

UNC SCHOOL OF MEDICINE

THE UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL
SCHOOL OF MEDICINE

OFFICE OF FACULTY AFFAIRS AND LEADERSHIP DEVELOPMENT
Roper Hall | Suite 7000 | Campus Box 6550
150 Medical Drive | Chapel Hill, NC 27599-6550
med.unc.edu/facultyaffairs

October 28, 2025

Marcus Collins, Ed.D
Associate Provost, Academic and Community Engagement
Chair, Centers and Institutes Review Committee

Re: Center for Aging and Health

Dear Dr. Collins,

I am writing to request the decommission of the UNC Center for Aging and Health (CAH) as a UNC-Chapel Hill campus-wide Center/Institute. The CAH does not meet the definition of Center or Institute as described in *Policies and Procedures Governing Centers and Institutes*. We propose to reclassify the CAH as a coordinating entity within the Department of Medicine effective January 1, 2026.

The CAH currently functions within a single School of Medicine Department (the Department of Medicine), does not have a supporting center grant, and does not have a direct state funds allocation. Furthermore, the Department of Medicine has a Division of Geriatric Medicine with the same mission as the Center for Aging and Health. For these reasons, we propose decommissioning the CAH as a UNC-Chapel Hill campus-wide Center/Institute.

Integrating the CAH within the Division of Geriatric Medicine will enable continued support for the vital education, research, and clinical missions of the Department of Medicine, better align our mission with respect to aging, and function as a coordinating entity within the Department. The unit will continue to administer grants related to research in aging and provide aging expertise and service through clinical care and regional collaborations. The Department of Medicine and the School of Medicine leadership are fully supportive of this change.

If the Centers and Institutes Review Committee requires additional information, please do not hesitate to contact us.

Sincerely,

Cristy Page

Samantha Meltzer-Brody

Cristy Page, MD, MPH
Interim Dean, UNC School of Medicine
Interim CEO, UNC Health

Samantha Meltzer-Brody, MD, MPH
Executive Dean, UNC School of Medicine

UNC | SCHOOL OF MEDICINE

THE UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL
SCHOOL OF MEDICINE

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cc: Blossom Damania, PhD, Vice Dean for Research
Jennifer Wu, MD, MPH, Vice Dean for Academic Affairs

January 21, 2026

University Code and Policy Repository Modernization

David Lambeth and Matthew Teal

The University
of North Carolina
at Chapel Hill

Board Resolution: What You Asked Us to Deliver

- One public University Code
- AI-enabled search and improved technology
- Inconsistency review and recommendations

Report due: May 2026 Board meeting

Progress: Building the University Code

- Engaged 30 campus units
- Migrated 119 policies, with dozens more to come
- Rolling migration underway

Progress: Technology and Market Research

- Met with 6 vendors (current + 5 alternatives)
- Learned about capabilities related to:
  - End user experience
  - AI accuracy safeguards
  - Digital accessibility
  - Cross-document synthesis
- Will ensure alignment with UNC-ITS

Spring 2026 Roadmap: Two-Pronged Plan

Content Consolidation

- 119 uploaded
- 74 queued
- Unit points of contact identifying additional content
- Publication timing and link alignment with units

Technology Modernization

- Collaboration with ITS, OUC, Governance, and Procurement
- Path to a platform that supports AI search and cross-policy review

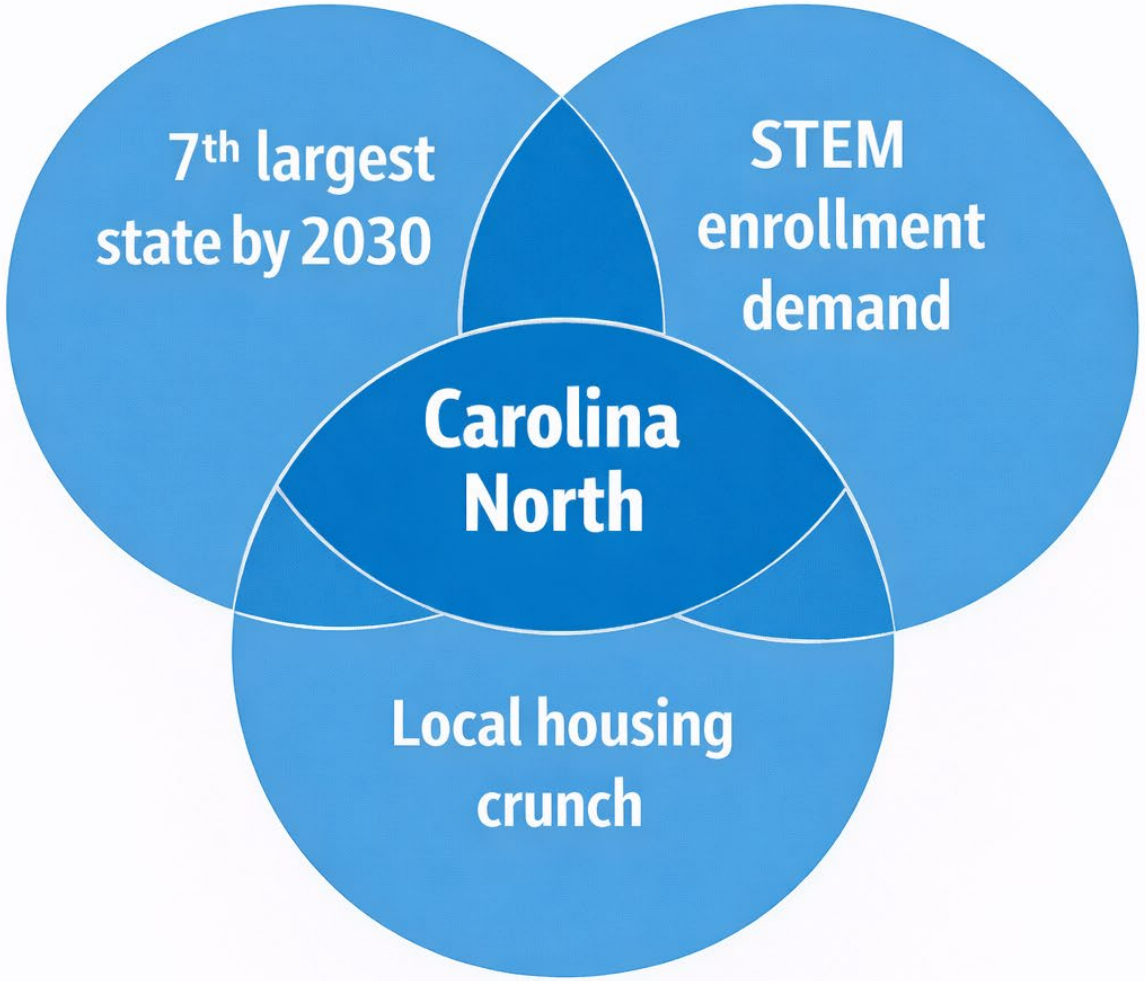
Questions?

The University
of North Carolina
at Chapel Hill

Carolina Leads

As North Carolina Grows

Converging Pressures



The STEM Imperative

- Biology is #1 Major in the College and fastest growing
- Developing new school with SILS and SDSS
- Exponential growth in computer science

Top 5 majors in 1976

1. Business
2. Psychology
3. Political Science
4. Chemistry
5. English

Top 5 majors in 2026

1. Business Admin.
2. Biology
3. Media & Journalism
4. Computer Science
5. Exercise & Sport Science

Community Impact

GA Tech's Tech Square

- Revitalizing 8 blocks of an area of deteriorated & abandoned buildings
- Magnet for tech startups and university spinoffs
- In 2022, began to add over 400,000 square feet of research and collaboration space

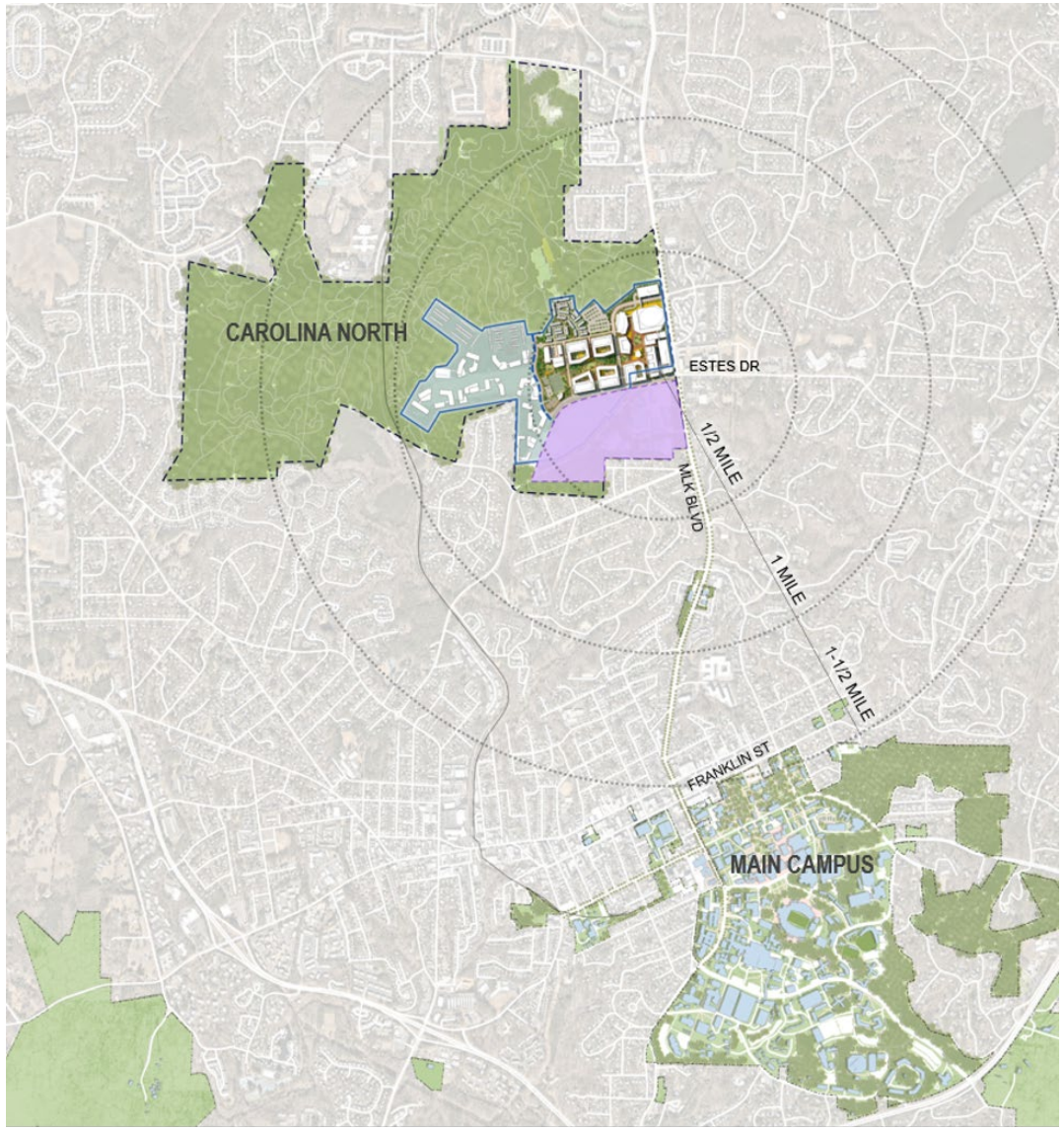
UC Davis' Aggie Square

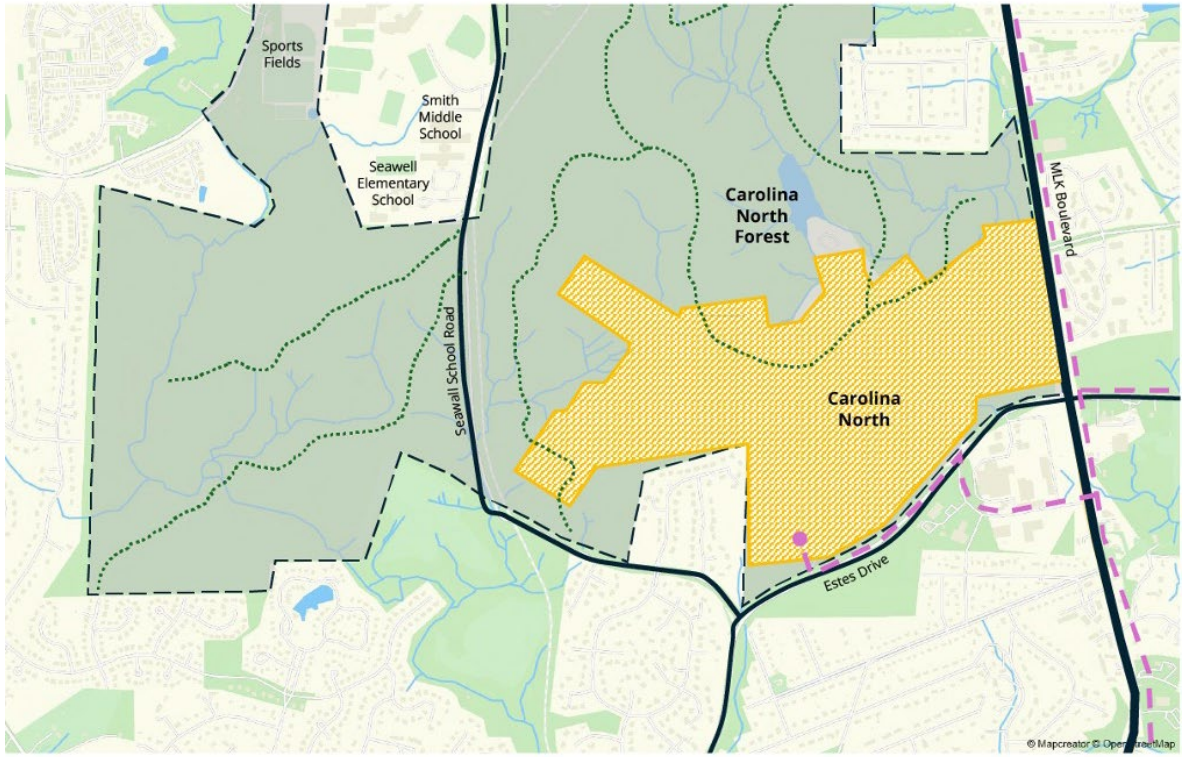
- Will house business partners and community-based programs with UC Davis innovation and research
- State-of-the-art research facilities, modern office and mixed-use space

Purdue University's Discovery Park

- 400 acres
- More than a $1 billion long-term project to transform the west side
- Residential and occupational: combines apartments, houses, offices and restaurants

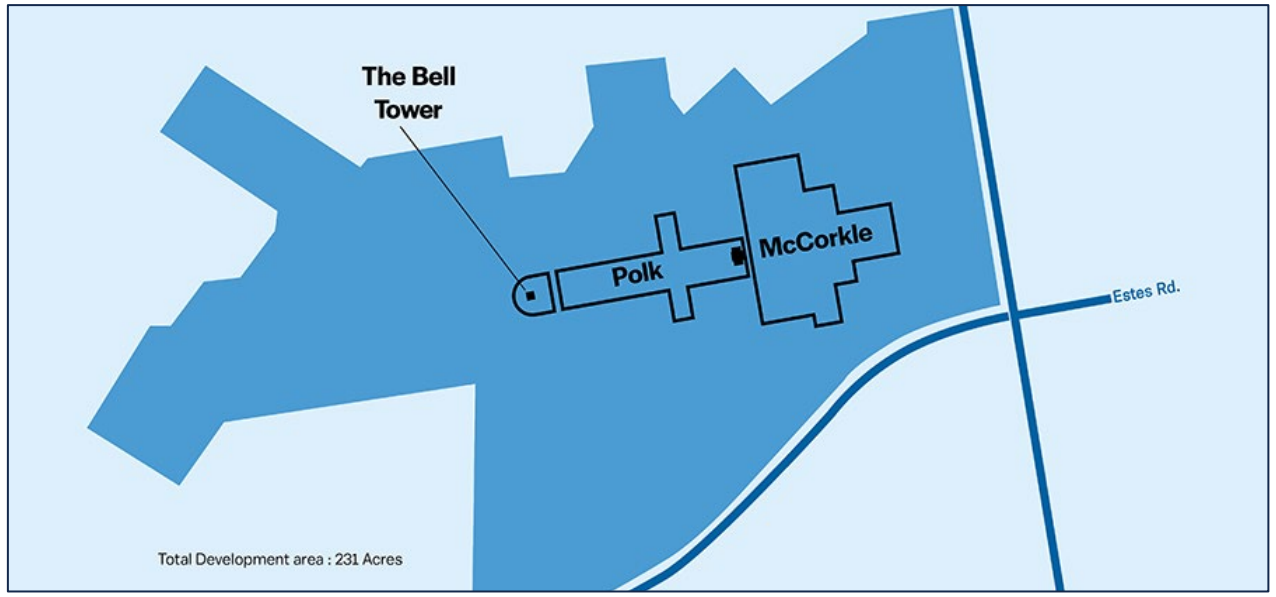
Extraordinary Opportunity





Carolina North Campus

Carolina North



- Vibrant **230-acre live-play-learn-work footprint**
- Largest campus expansion since the University opened in 1795

Stakeholder Advisory Committee

- Co-Chairs
  - Brian Allen, Trustee, President and CEO of Precision Walls, Inc.
  - Anita Brown Graham, Gladys Hall Coates Distinguished Professor of Public Law and Government
  - Aaron Nelson, President and CEO of the Chapel Hill-Carrboro Chamber of Commerce
- University Support
  - Tiffany Lacey, Executive Director for Real Estate Development for Carolina North
  - Ivy Taylor, Director of Local Relations
  - Marcus Ginyard, Director of Special Projects

A New Discovery Engine

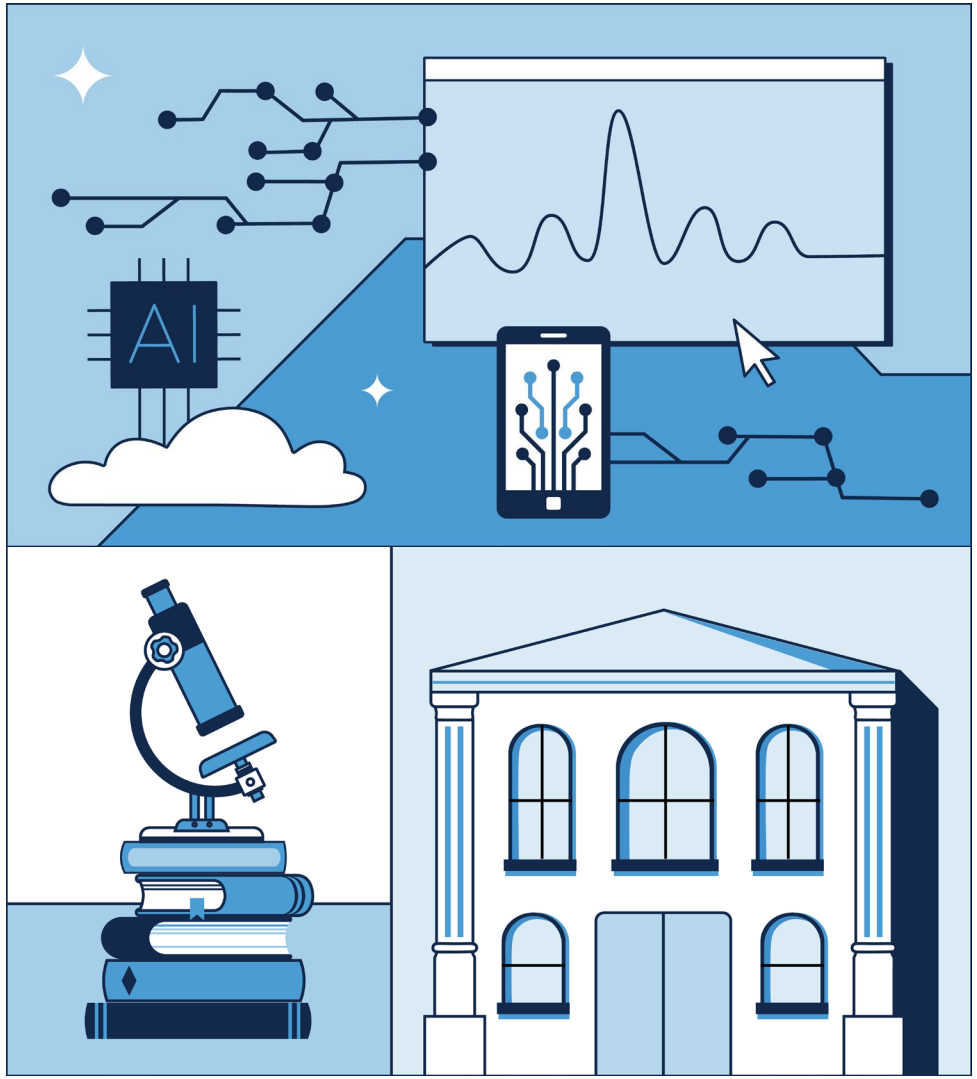
- Creative, flexible spaces to spark interdisciplinary collaborations that catalyze big ideas that lead to breakthroughs
- Advanced technologies, including AI, will be embedded in the research continuum, supporting sustainability and the acceleration of ideas into action

A New Discovery Engine

- A research-anchored innovation district is core to Carolina's mission, increasing our economic impact; research accounted for $6B of University's total $8B statewide impact in FY25
- Generational investment that drives significant ROI for our state, fueling job creation, health care advances, and technology-driven growth

Who Will Benefit

- Students through expanded academic capacity and cross-disciplinary programs, hands-on-minds-on learning, and intentional and embedded AI education to go from fluency to expertise
- Faculty and scholars through flexible environments designed from the ground up to increasing opportunities for collaboration



Who Will Benefit

- The Chapel Hill community through shared public spaces, partnership with Chapel Hill Transit, and economic activity
- Industry and public partners working with faculty and students, offering access to Carolina's research and talent ecosystem
- North Carolina through innovation and workforce development preparing students to step into high-impact careers aligned with the state's evolving needs

Development Program

- January 2026 is first in a series of steps for funding, approval and planning:
  - Requesting advance planning funds for master planning and infrastructure design
  - Initial investment enables the site for future multi-use campus development
  - Phase 1 planning will include a mix of student housing, academic and research, multi-family, hotel and ground-floor retail
    - Most buildings will be developed by a partner through a P3 structure
- Total Carolina North development costs will be determined after mixed-use programming and activation for Phase 1 has been determined.
  - Individual projects will be funded from a mix of state, trust funds, debt funded through revenue-generating activities, private donors and third-party funding.
- Next steps/timeline:
  - Spring Semester 2026: Issue RFQs for master planning and infrastructure designer and master development partner
  - Summer 2027: Groundbreaking

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January 15, 2026

University of North Carolina at Chapel Hill Policy on Academic Program Review
2025 Annual Report – Summary
Prepared January 2026

Pursuant to Section 400.1 of the UNC Policy Manual, the Chancellor is required to regularly review the University's academic programming to ensure the maintenance of a sound and balanced educational program that is consistent with the functions and mission of the institution. Accordingly, the Chancellor and the Office of the Provost have charged The Graduate School with coordinating academic program reviews of all programs at UNC-Chapel Hill. The University is committed to transparency and involving relevant stakeholders in the academic program review process.

The University maintains the schedule for academic program reviews on The Graduate's School program review website, which is approved by the UNC System Office. The University is required to report an annual summary to the UNC System, reviewed by the Board of Trustees and submitted to the President by January 31.

OVERVIEW

The University conducted 12 program review site visits in calendar year 2025. This includes the spring 2025 reviews (from the prior review cycle) and the fall 2025 reviews (from the current academic year's review cycle).

Program review at UNC-Chapel Hill began in the 1980s and includes all levels of programs – undergraduate only, graduate only, and graduate-undergraduate combined, where appropriate. A combined review of both graduate and undergraduate programs of a school, department, or curriculum offers the opportunity to evaluate each degree level within the context of its own needs, goals, and objectives, as well as within the context of the unit's overall mission and strengths.

Each unit undergoing review conducts a self-study, describing the current status of the program, including data about student characteristics, curriculum, faculty research and scholarship, leadership, and resources. Particular emphasis is placed on the program's future goals and specific plans for attaining those goals.

A multi-day site visit occurs with review team members, external experts in the discipline and internal campus reviewers familiar with the program. Following the site visit, the review team provides a report outlining the program's strengths and areas of concern, comments on the feasibility of the program's future plans, and provides specific recommendations for improvement. The unit takes time to assess the recommendations and provide a program response, describing specific steps the program plans to take to enhance its academic program based on the recommendations and action items identified in the academic program review. A group of campus leaders gathers to discuss the report and response, reaching consensus on action items resulting from the discussions following the site visit, report, and response. Each review includes a timeline for follow-up for continuous assessment activities, including the check-in schedule between reviews.

PROGRAMS

At UNC-Chapel Hill the following program reviews occurred in the most recent calendar year. Reviews are holistic and cover the listed degree programs along with minors, concentrations, certificates and areas of study, when appropriate.

School of Education
February 26 - 28, 2025
- Degree programs included: PhD (2), EdD (2), MAT, BA (2), MED (2), MA-EITE
- Report received: March 31, 2025

Applied Physical Sciences
March 2 - 4, 2025
- Degree programs included: PhD, BS
- Report received: April 18, 2025

Master of Applied Professional Studies
March 17, 2025
- Degree programs included: MAPS
- Report received: April 24, 2025

Kenan-Flagler Business School
March 30 - April 1, 2025
- Degree programs included: PhD, MAC, MBA, MS, BSBA
- Report received: August 15, 2025 (connected to external AACSB accreditation process)

Cell Biology and Physiology
April 9 - 11, 2025
- Degree programs included: PhD, MS
- Report received: May 8, 2025

Earth, Marine and Environmental Sciences
April 13 - 16, 2025

- Degree programs included: PhD, MS, BS, BA
- Report received: May 15, 2025

Anthropology
April 27 - 29, 2025
- Degree programs included: PhD, MA, BA (2)
- Report received: May 20, 2025

Peace, War, and Defense
September 3 - 5, 2025
- Degree programs included: BA
- Report received: October 22, 2025

Asian and Middle Eastern Studies
September 28 - 30, 2025
- Degree programs included: MA, BA
- Report received: October 15, 2025

Clinical Rehabilitation and Mental Health Counseling
October 7 - 9, 2025
- Degree programs included: MS (2)
- Report received: November 6, 2025

Women's and Gender Studies
October 12 - 14, 2025
- Degree programs included: BA
- Report received: October 31, 2025

School of Pharmacy
November 19 - 21, 2025
- Degree programs included: PharmD, PhD, MS (2), MPS
- Report received: TBD